



***Army Training & Leader Development Strategy
&
The Army Training Support System***

briefing to the

Training and Simulations Industry Symposium

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- Today's Training & Leader Development Challenge
- Strategies to Address the Challenge
- The Training Support System – TSS
- Requirements Process
- Investment Strategy



Institutionalize the Army's capability to anticipate and responsively adapt training and leader development, as the mission, threat, or operational environment changes in order to meet the Army's Title X and Combatant Commander requirements.



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Generate cohesive, trained, and ready forces that can dominate across the full spectrum.

- **Support ARFORGEN**
- Improve CTC capability to replicate the ever-changing COE
- Improve Home Station training



Train Soldiers and leaders to prevail in the uncertain and volatile COE.

- **Operate as part of Joint team**
- Multiple scenarios designed to present fleeting opportunities, where dilemmas and uncertainty prevail
- **Educate how to think**
- Enhance linguistic skills and increase understanding of other cultures



Soldiers are the centerpiece

- **Multi-skilled and adaptive**
- **Require lifelong investment**
- **Leverage recent experience**



Attain competitive advantage--adapt training response faster than our foes can adapt their strategy and tactics.

- **Leverage LandWarNet**
- Battle Command systems and platforms interoperable and linked LVC training
- Robust network enables adaptation, preparation and employment of our forces, and links operational and institutional Army



Train Soldiers and develop leaders across multiple and inter-connected domains.

- **Training conditions that reflecting the COE** by fielding integrated live, virtual, and constructive (LVC) enablers that also link to the joint training environment
- Self-development activities supported by an integrated network
- **Army and Joint leader competencies**



Retain doctrinal bedrock principles and imperatives.

- **Train to standard**
- **Commit to Army Values**
- Develop Warrior Ethos
- Command responsibility for training





Army Training and Leader Development Strategy that must **align efforts and resources** to:

- **Support expeditionary readiness** with cohesive, ready forces that can dominate across the spectrum of conflict, with JIM operability, in an ever-changing COE.
- Provide a **steady stream of adaptive, multi-skilled leaders** capable of operating in COE and prepared for FSO.
- **Adapt T&LD across domains** to meet COE and FS requirements (both anticipatory and responsive adaptation).
- Leverage the capabilities of networked enabled forces (LandWarNet) to **link individuals and units during training, and operations with the institutional Army**.
- **Retain bedrock T&LD principles** and imperatives.
- **Build FCS T&LD capabilities** for Soldiers and leaders.



Post Viet Nam/Cold War Model
Relatively Fast Paced



- *Centralized Decision Making*
- *Information Flowing Up and Down*
- *Information Flows Sequentially*
- *Information Controlled*
- *Soldiers and Subordinate Leaders as Followers*
- *Hierarchical Decision Making*
- *Static Organization*

**Home Station
Training**

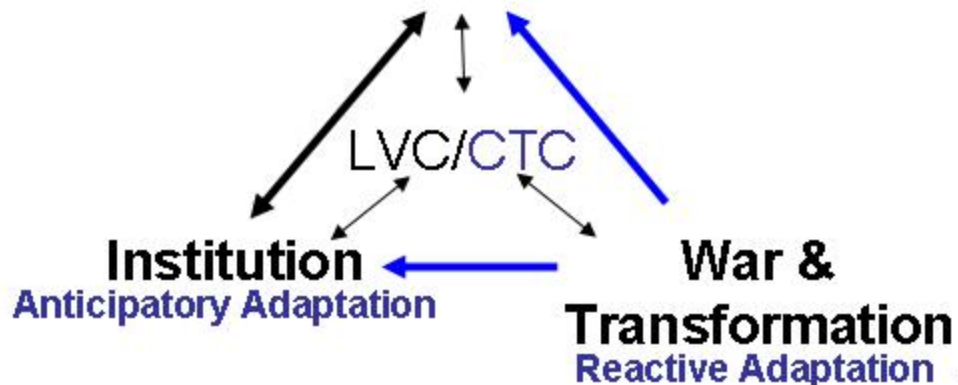
Institution → **CTCs**
(Primary Driver of Change)

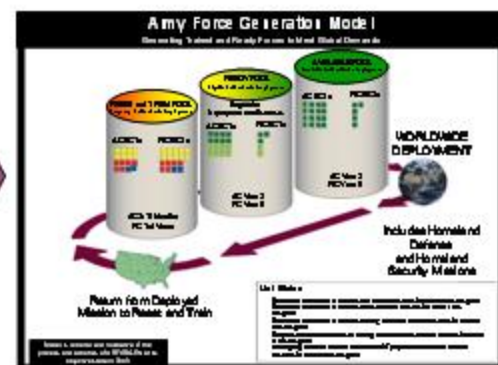
Post Cold War/Information Model
Relatively Fast (Hyper)



- *FM 3-0 Mission Command*
- *Information Flowing Inside Out*
- *Information Flows Simultaneously*
- *Information is Available*
- *Soldiers and Subordinate Leaders as Potential Leaders*
- *Collaborative Decision Making*
- *Learning and Adapting Organization*

**Home Station/PPP/PGP/PSP
Training**







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Unit Training (Operational)



- Home Station
- Combat Training Centers
- Deployed

TRAINING SUPPORT = TRAINING ENABLERS = TRAINING SUPPORT SYSTEM (TSS)

- Provides training conditions reflecting the COE by creating an integrated live, virtual, and constructive (LVC) environment.
- Supports and must keep pace with the requirements of the operational and institutional domains.
- Links to the joint training environment.

Institutional Training (Service Schools)



- Tactical Training
- Technical Training
- Leader Development
- Warrior Tasks

- 3 Programs (+ CTC Mod)
- 5 Functions

TSS

- CTC Modernization
 - Instrumentation/TADSS Pillar
 - Facilities Pillar

- Sustainable Range Program
 - Range Operations
 - Range Modernization
 - Land Management
 - Integrated Tng Area Mgt (ITAM)

- Soldier Training Support Program
 - Training Support Centers (TSC)
 - Live & Virtual TADSS for individual & crew level Tasks

- Battle Command Training Support Program
 - BCTC Operations
 - Virtual and Constructive TADSS
 - LVC Integration

- LVC Mod

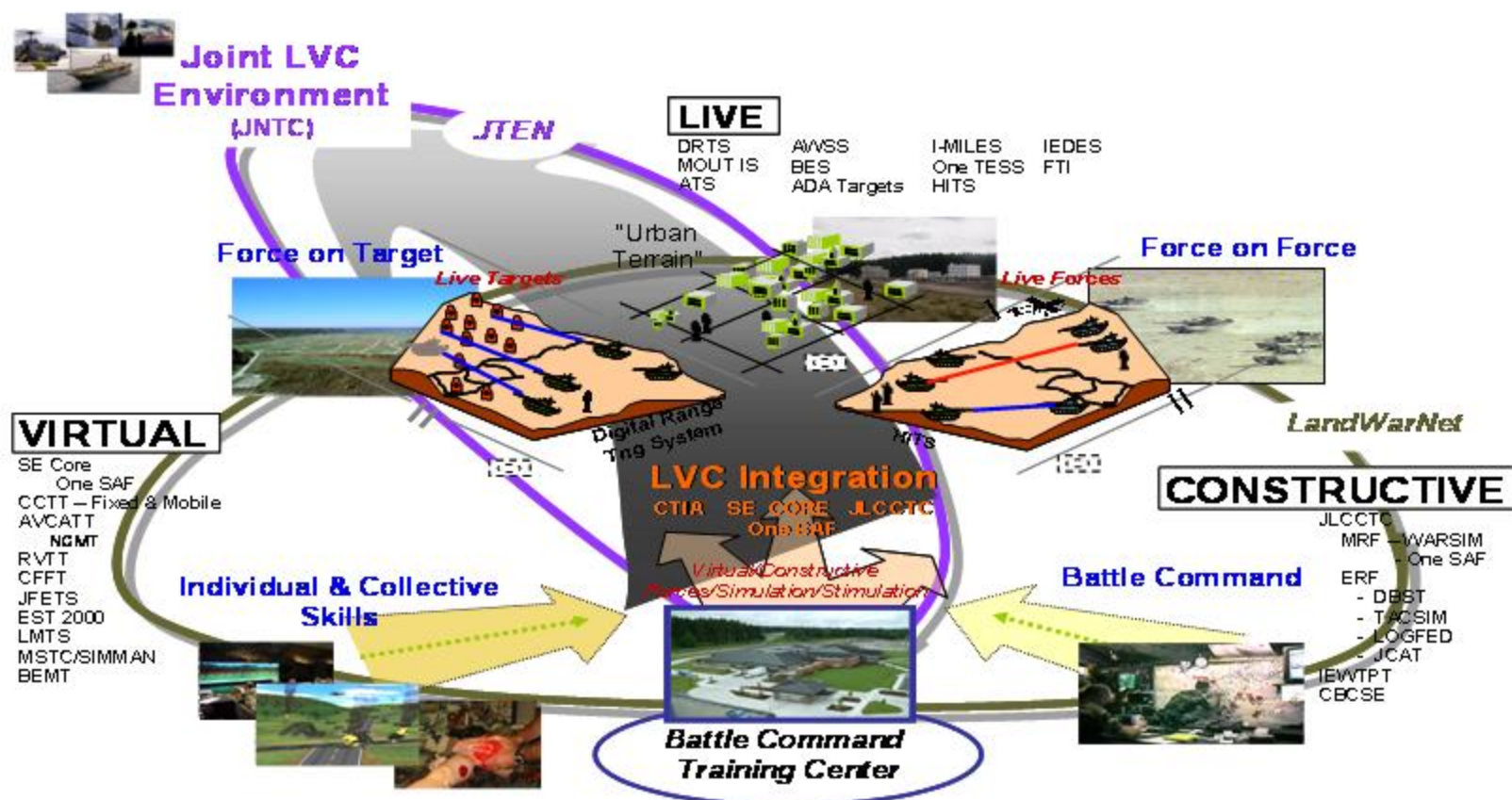
- Operations Support

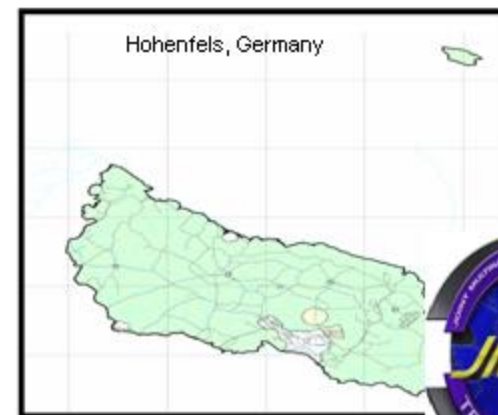
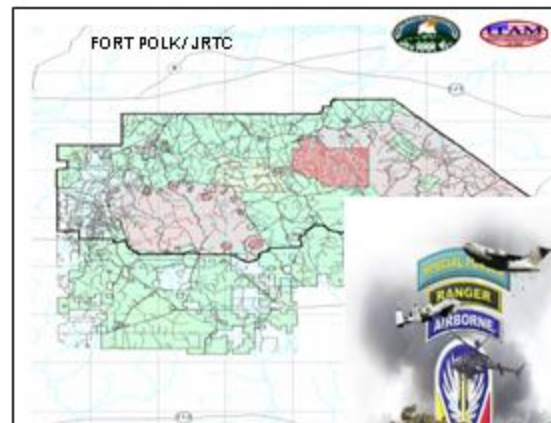
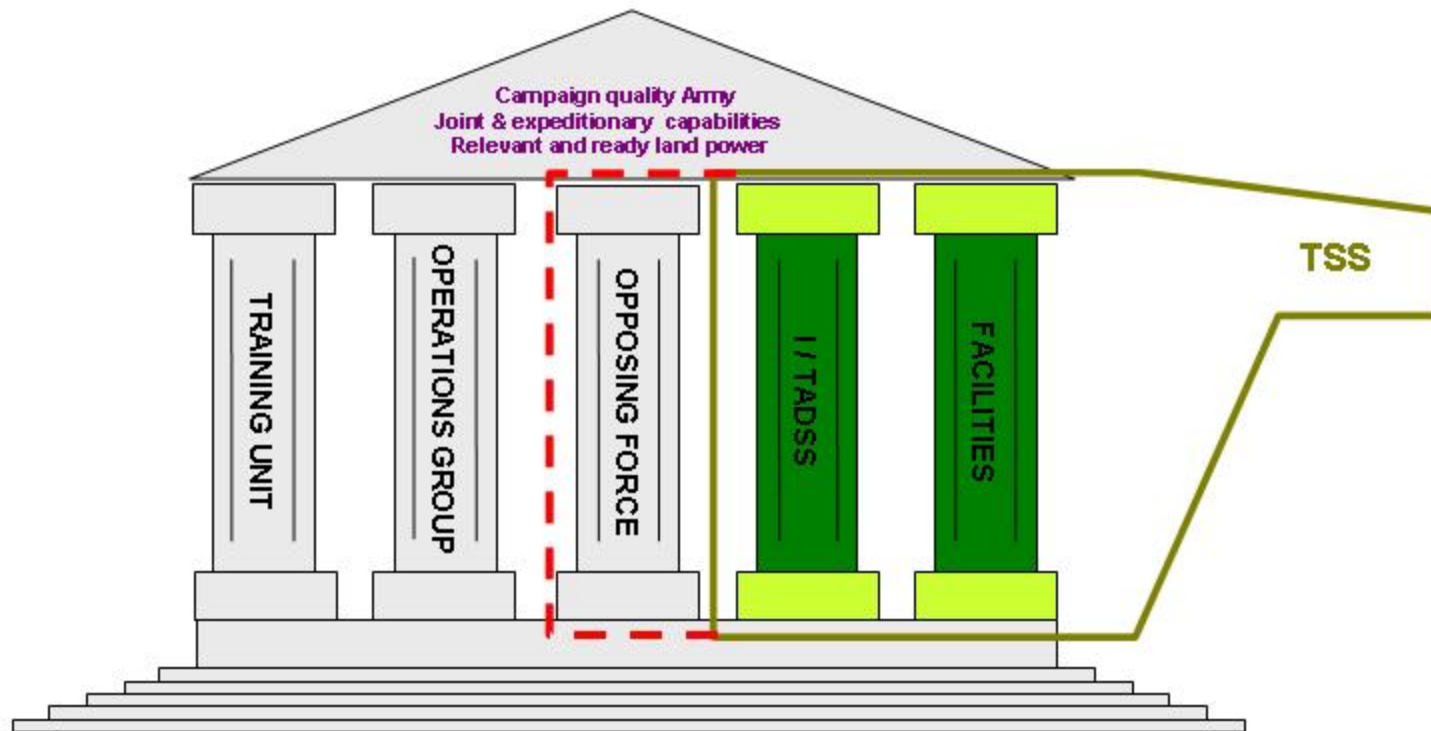
- Facilities

- Sustainment

- Management

- Training environment must realistically portray the operational environment.
- Must increase capital investment for Live, Virtual and Constructive Modernization at both the CTC and HS.
- COE replication is resource intensive and requires adaptability.





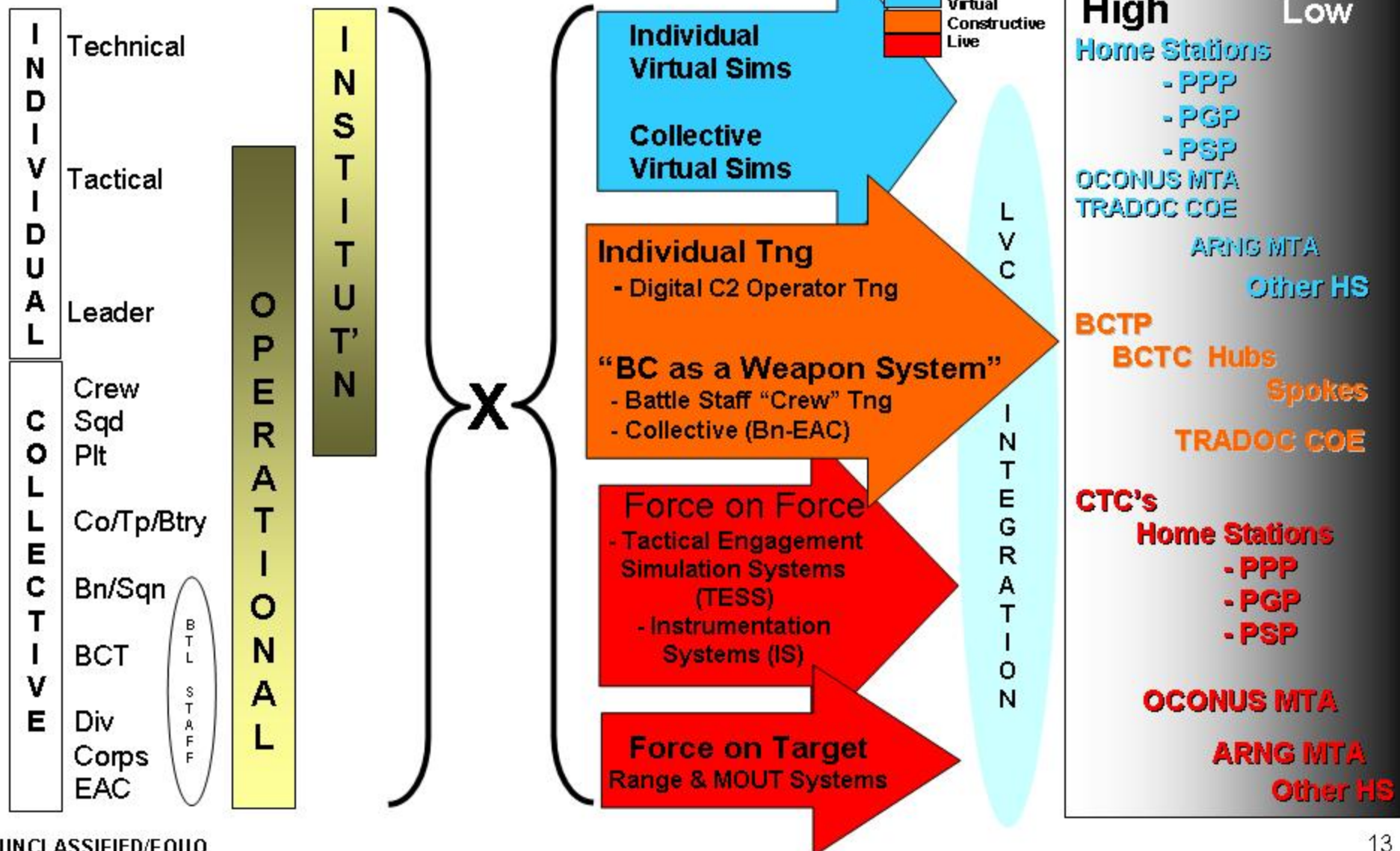


Tasks

Domains

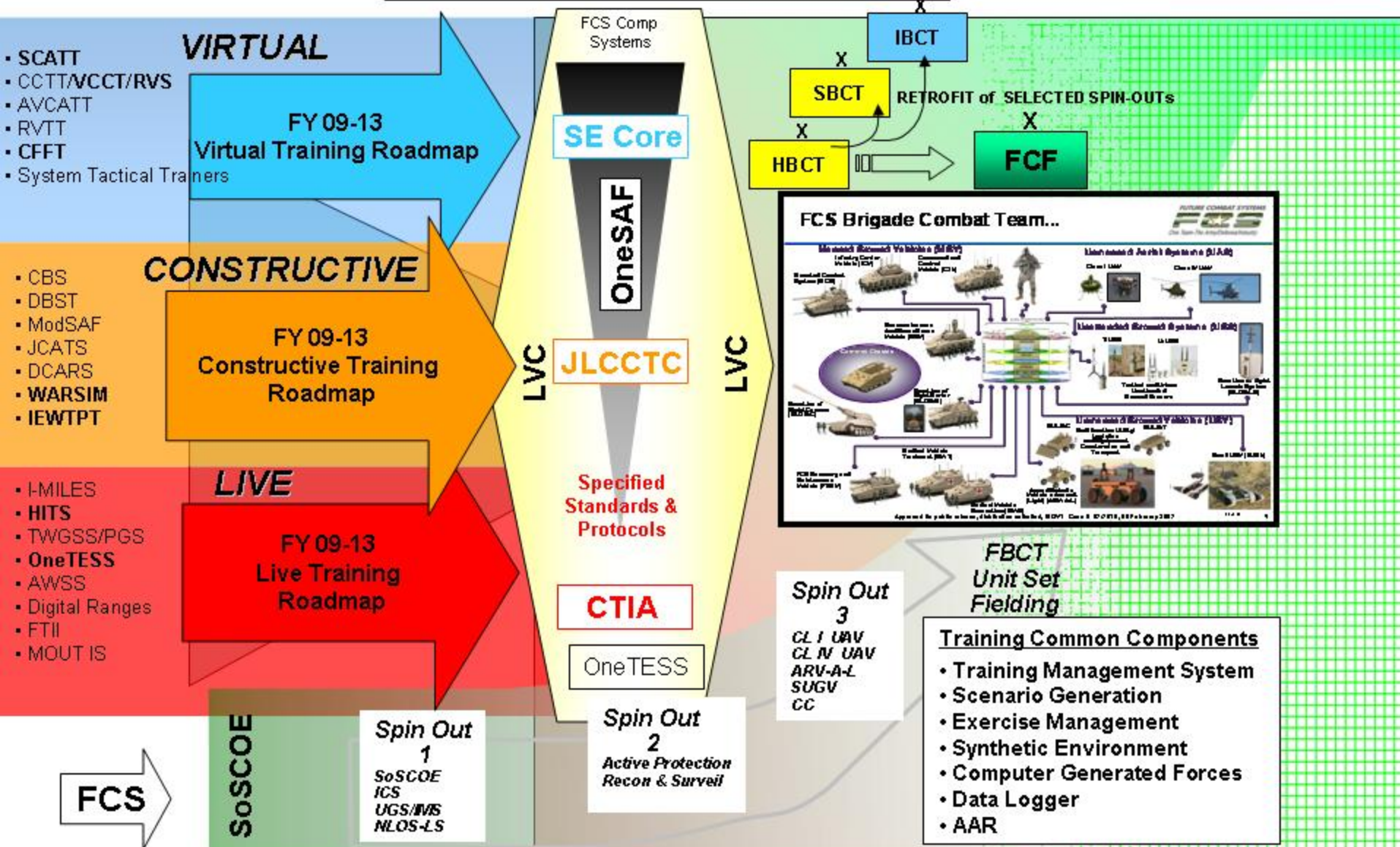
Enabling Capabilities

Fidelity x Loc's



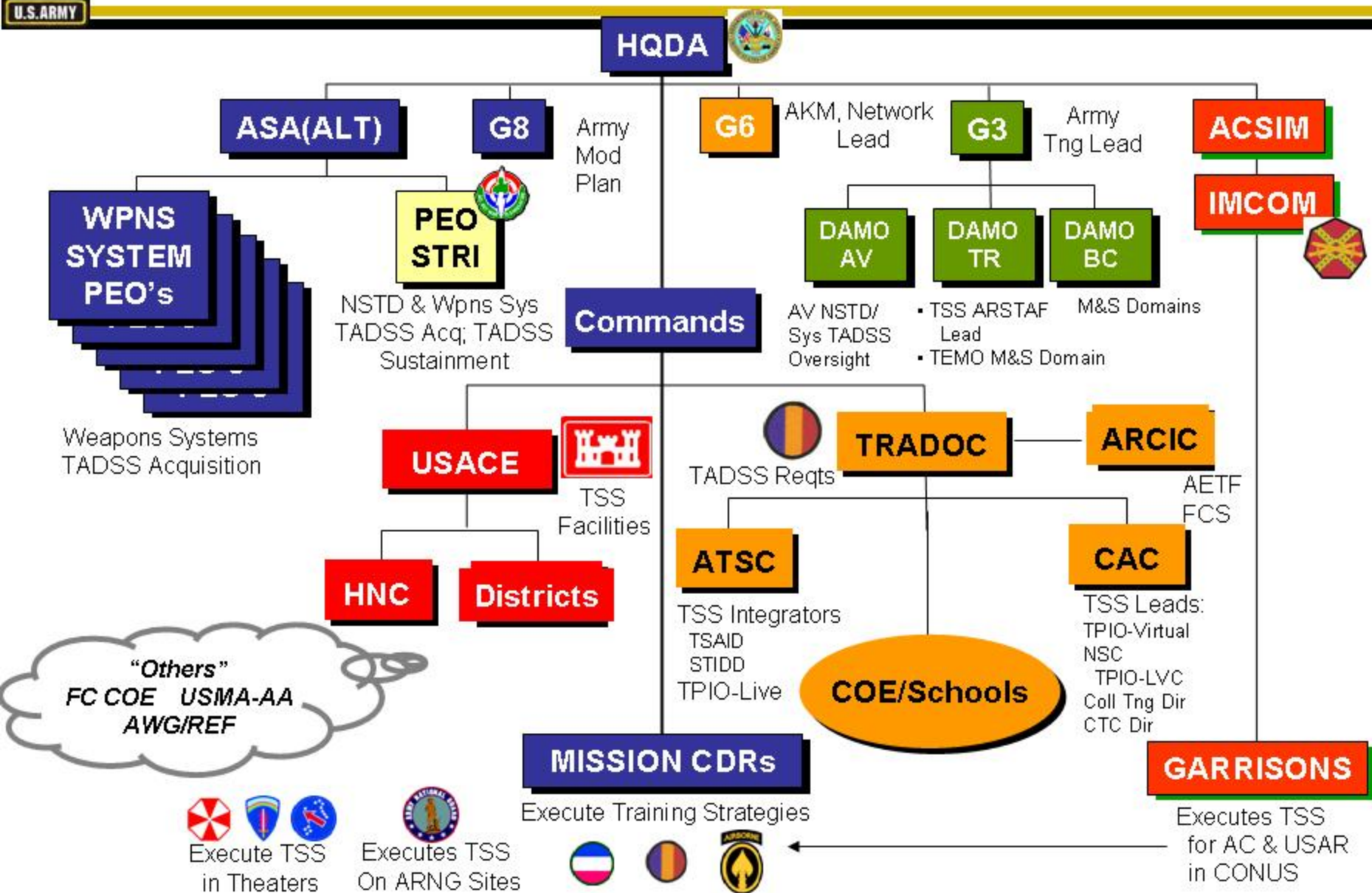


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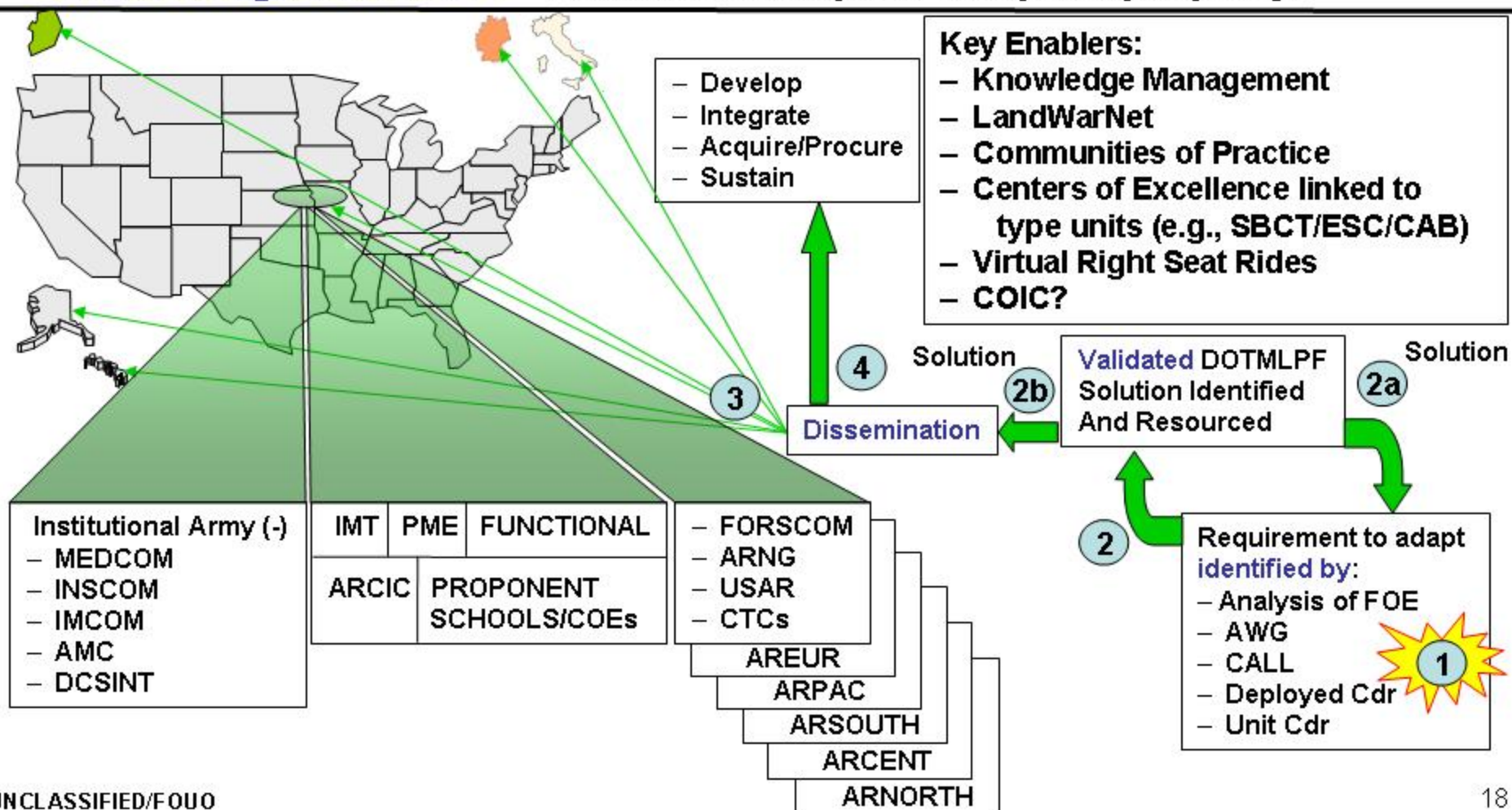




- **Social (Populace –Local/Regional)**
 - COBs
 - Culture
 - Language
 - Religion and ethnic make-up
 - U.S. Populace
- **Physical Environment**
 - Mountain
 - Jungle
 - Desert
 - Urban
 - Arctic
- **Threat**
 - PMESII-PT
 - Adversary Capabilities (DOTMLPF)
- **Technology**
- **Time**
 - decision-cycles
 - operational tempo
 - planning horizons
- **ROE/RUF**
- **Political**
 - Political dynamics
- **Military: Allies/Partners**
 - Joint
 - Interagency
 - Intergovernmental
 - Multinational
 - Indigenous Security Forces
- **Information& infrastructure**
 - Media
 - Red, Blue, White, Green STRATCOMs
- **Economic**
 - production, distribution and consumption of resources
- **National Policy/Laws**
 - National Security Strategy
 - National Defense Strategy
 - National Military Strategy
 - Rule of Law
 - Encroachment/Environmental Laws and Regs



- **Preferred COA** - Anticipate and plan for change in the COE and posture for the Future Operating Environment.
- **Most Likely COA** – React to a change in the COE.
- **Most Dangerous COA** – Failure to adapt or adapt improperly.

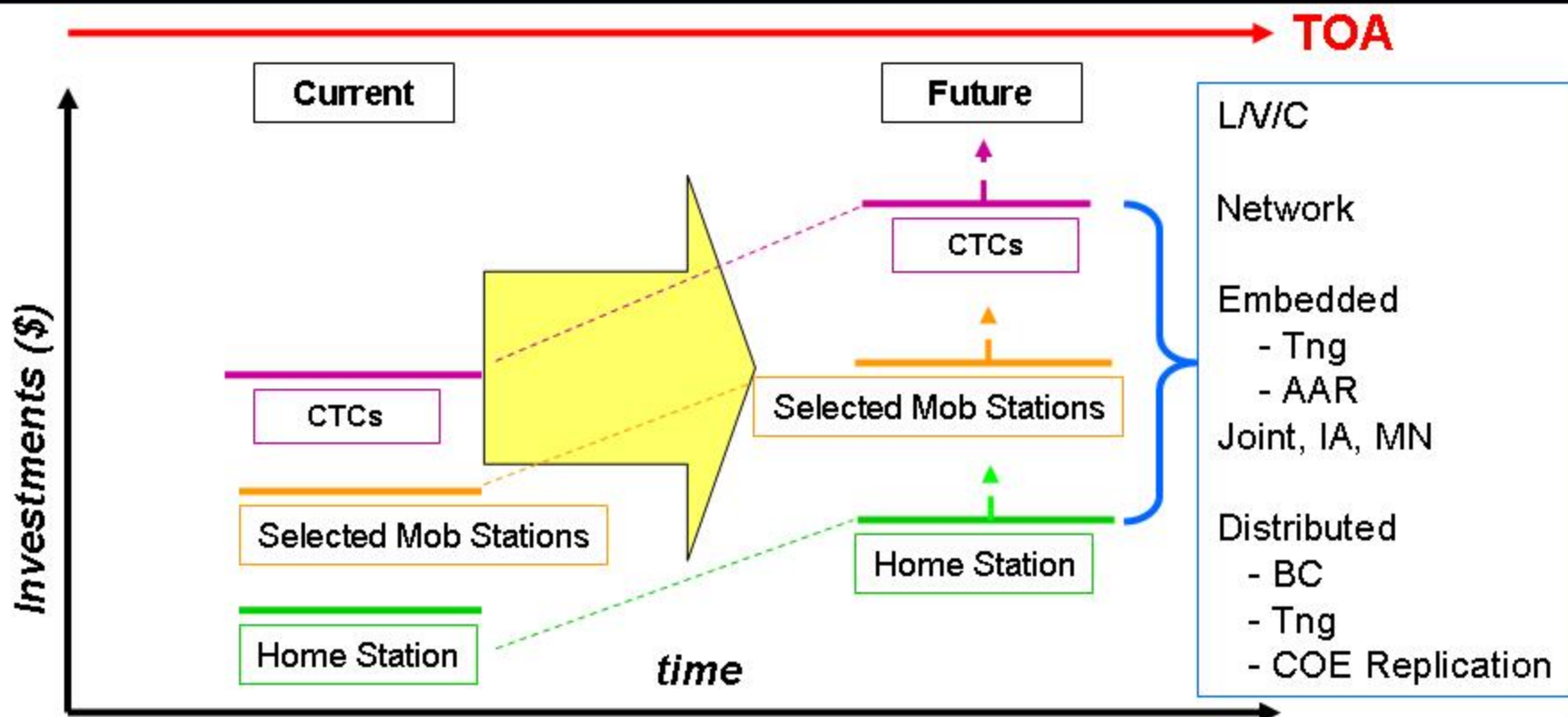




- Dismounted soldier virtual training environment (providing immersive dismounted virtual training environments for soldiers)
- Live Environment Training - Live Fire training that replicates the operational environment
- Contemporary Leader Skills. : Effectively train the conceptual skill sets required by leaders in the COE.



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Goal 5: Enable Army **Combat Training Centers** to rapidly adapt ... so that units are able to achieve a **T1** level of readiness for their **core mission** or a directed mission.

Goal 6: Provide ... resources at **Home Stations** ... to achieve **T1** readiness in **CMETL** tasks and **T2** readiness in **DMETL** tasks. Provide ... resources at **PGPs/PPPs** ... to achieve **T1** readiness in **DMETL** tasks.

Goal 7: Deliver Training Support System products, services and facilities required to **create training conditions reflecting the COE** and supporting full spectrum operations to enable Army training strategies, now and in the future.



Institutionalize the Army's capability to anticipate and responsively adapt training and leader development, as the mission, threat, or operational environment changes in order to meet the Army's Title X and Combatant Commander requirements.

- *More dynamic environment*
- *Must be responsive to COE while not losing sight of Full Spectrum capability*
- *Investments in training systems should be central to Army strategies*